

THE MAINTAINER



Pg. 8

MARMC HOLDS 9/11 REMEMBRANCE



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CONTENTS

- 4. Challenge the Norm: Notes from the Executive Director
- 5. Command Master Chief Notes
- 6. MARMC Production Team Completes USS Bataan Repairs
- 7. Bravo Zulu From USS Forrest Sherman
- 8. MARMC Holds 9/11 Remembrance
- 10. What to do Before and After a Hurricane
- 12. Code 900 in Action
- 14. MARMC Pins New Chief Petty Officers
- 16. National Hispanic Heritage Month: A Look at Puerto Rico
- 18. How Do You Deliver Hot Fries?
- 19. MARMC's Safety Star "Lynx" the Service Dog

The Maintainer is the official Mid-Atlantic Regional Maintenance Center publication. All comments of this publication do not necessarily reflect the official views of the Department of the Navy. This is a monthly newsletter and the deadline for submission of articles is the fifth of each month. Correspondence should be directed to Public Affairs, Code 1100P, Building LF-18 or email: MARMC_NRFK_1100P_PUBLIC_AFFAIRS@navy.mil.

COMMAND CONVERSATIONS WITH CAPTAIN BARNEY

Greetings Team MARMC,

I want to say thank you to the entire Mid-Atlantic Regional Maintenance Center (MARMC) family for the warm welcome. Returning home from deployment and being welcomed by family and friends is the only experience that I have ever had that even comes close to the welcome that I have received from you. We should all strive to make everyone feel as welcome as I do, not just when they arrive, but every day. Smile, say

"Good Morning" or "Good Afternoon" when you pass someone.

Even better, stop and ask "How are you today?" This is a great place with even better people. Enjoy it!

This is my third tour at MARMC. I have had the opportunity to observe and learn from many of you over the years. The skill, professionalism and dedication of every team member has never ceased to amaze me. You provide a unique set of skills to the waterfront and it is my goal to empower you all to continue to make informed decisions that support the ships, sailors, fleet and Navy. I expect you all to be the best in the world at what you do. You are all true subject matter experts (SME), no matter what your job is. It takes a team to execute our mission and we are all part of it. If you don't feel like an SME, like you're the best in the world at what you do, that is probably a good thing – keep

learning. That is OK and exactly the thing we need to do to keep us the best in the world. I hope that you realize that we need to be the best, so our Navy stays the BEST IN THE WORLD!

As we continue to learn together, I put my faith in you to tell me what needs to be done to improve the processes to make

us more efficient and effective as a team. If you can make an improvement, do it. If you have an idea, but you can't implement it at your level, tell your boss. If there is a good idea that takes my action then I trust leadership to bring it to me. You deserve the satisfaction of knowing that you are taken seriously. That your ability to do your job well is important to the command and our mission. What you do makes a difference, so please don't wait for leadership to figure out how to make things better. You are the SME and the ball is in your court.

Life isn't all about work. That's a shocker, but hopefully not too surprising to see me admit it in writing. No matter how

close the MARMC family is, it can never replace our own families. I would like to do more to share the great things you do here with your friends and families. I have asked our Public Affairs SMEs to start sharing stories with your home town news. So don't be surprised if you get a random call from a long lost relative because they saw what a great job you did here at MARMC, supporting the Navy. In my experience, your dedication to our mission does impact your family too.

They support you, which means that I

owe them too! So, I am very interested in

ideas for command sponsored events that will include your spouses, kids, parents or other family members. They are part of the MARMC family too, even if they can't spell "MARMC." ☺ If you have ideas, get them through your chain so we can do what we can to execute.

You are already the gold standard in the ship repair industry and I can't wait to see what you decide to do in the next three years to take MARMC to the next level of greatness. Thank you for doing what you do every day and remember, WE FIX SHIPS!

Sincerely,

Tim Barney
CAPT USN



CHALLENGE THE NORM



Notes from the Executive Director

As we work toward the end of Fiscal Year (FY) 2019, Mid-Atlantic Regional Maintenance Center (MARMC) will wrap up its financial and contractual obligations for the year and at the same time begin preparations for FY20. There has been a big push by the Executive Leadership Council to have the next iteration of the command's Strategic Business Plan (SBP) available to you all by the end of October. Using what we have learned through our Critical Path Management (CPM) Courses, we have created nine smart goals that will drive us closer to meeting the larger Naval

that refocus our efforts to the most critical element of our marching orders – on-time delivery! I will be reconvening with the other Executive Directors that took part in the meeting on October 22, to finalize the specific metrics that will be used RMC-wide to manage our workloads.

Also at the end of August, MARMC completed its third CPM course. Our critical mass of educated maintainers is growing. The foundation is being laid for the future of the command, and other RMCs, through the efforts of those involved with this process. This coupled with a new

phases such as USS Vicksburg (CG 69). Preparing these ships for their return to the fleet is critical in meeting the new marching order to ramp-up to a 355 ship Navy.

The first week of September brought with it the first major hurricane event of the summer for the Hampton Roads region as Hurricane Dorian affected our area. Late summer into early fall tends to be the time when we see the most storm activity as it relates to hurricanes and tropical storms. Remember, the hurricane season does not end until Nov. 1. Please continue to be prepared in the event that we see another inclement weather situation impact our area. Have your preparedness kits restocked and go-bags at the ready in anticipation of anything that comes our way.

As you all know, we have been running hard for a while now. With nearly 20 availabilities to manage at a time, our plates are overflowing. It is no surprise that some of you may be tiring and I want to take a moment to remind you that it is vital that you take leave when you have the opportunity. The new norm that has been established here at MARMC is very taxing when it comes to the workload we are expected to handle. This is where stress management and some of the mindfulness techniques that were taught to us last year come into play. I don't want the norm at MARMC to turn into a cycle of recruiting top talent that we over task and burn out within a couple of years. One of our SBP priorities is People and I don't want us to ever lose focus on how important each and every one of you are to not only our mission, but to the MARMC family. Remember, we get to choose our attitude and how we approach the work that has been laid out in front of us. If you find yourself in a situation that impedes progress, never fail to forget that you can always - CHALLENGE THE NORM!

“One of our SBP priorities is People and I don't want us to ever lose focus on how important each and every one of you are to not only our mission, but to the MARMC family.”

Sea Systems Command (NAVSEA) SBP priorities.

During the last week of August, MARMC played host to NAVSEA 21's metrics and acquisition strategy offsite conference. Rear Adm. Tom Anderson, who recently took command at Commander, Navy Regional Maintenance Center and Commander, Ship Maintenance and Modernization, is looking to gear all the RMCs toward using stronger metrics in order to understand and help forecast our workload. Throughout the NAVSEA enterprise as a whole, there are over 230 individual metrics that are currently generated either at NAVSEA or by the field activities. The offsite was an opportunity to perform a deep dive on those existing metrics and then to introduce ideas for new metrics collection. MARMC was able to introduce our nine smart goals for the first time. I hope as we continue to develop these smart goals, they become a part of the RMC fabric

data analytics capability that we now have at the command, we should be really close to some new indicators and metrics that we can use to drive our current and future tasking.

All of this ground work we are laying is focused on our ever growing availability schedule. Currently, MARMC is focused on several ships such as USS Laboon (DDG 58) ensuring her Main Reduction Gear is repaired properly and USS Whidbey Island (LSD 41) which we are trying to push into its sea trials to test several pieces of gear we have assisted with repairing. We have also been keeping a close eye on USS Gunston Hall (LSD 44), which is being managed by Marine Hydraulics International (MHI) at Colonna's Shipyard. We are hoping to see good things come out of that partnership as it would provide a new capability in the private yards that MARMC can utilize moving forward. We are also looking to keep our focus on the ships going through their modernization

COMMAND

MASTER CHIEF NOTES

Team MARMC,

School is back in full swing, fall is here and it is immunization time! With the fall comes flu season and we all need to make sure we take advantage of the free vaccinations. I get my flu shot every year at my local drug store (that takes Tricare). I would encourage everyone to do your part and get your flu shots. Please ensure you are doing your part to get all of your immunizations, not just for you, but for your family and neighbors!

We would like to congratulate MARMC's Executive Officer Capt. Rey Tanap on his promotion.

CMC Final Word:

After six long weeks of Chief Petty Officer (CPO) Initiation, we welcome our 17 New CPO's. Thanks to the entire CPO Mess, all of the Committee's, and most of all, the MARMC family, for making this a successful evolution. To the new Chiefs, let me say congratulations! We look forward to the good things they will bring to the Command. I have

no doubt that these new Chiefs will make great Senior and Master Chiefs one day – some will even make great Officers! To the old Chiefs that made this possible, great job! To MARMC, thank you for your patience as we practiced our time-honored tradition of initiating these fine, new leaders. Without your support, we couldn't have done it and we return them to you, as newly minted CHIEFS!

If you need me for anything, come by my office located in building CEP-200, or call me at 757-400-2488.

20

Mid-Atlantic Regional Maintenance Center

19

COMMAND FUN DAY

Sept. 19, at 11:30 • Capt. Slade Cutter Park • \$5.00

Ticket Sales:
Building CEP-200: Main Street: 10:30–11:30
Building LF-18: Command Breakroom: 11:00–13:00
NNSY: Contact Ms. Heather Martin at (757) 369-1999

Live Music • DJ • Taste and See • Corn Hole • Horseshoes • Volleyball • Dunk-Tank

For additional details contact: Mr. Timothy Russell at (757) 400-0737 or Ms. Rachel Skelton at (757) 400-0334



ATLANTIC OCEAN (July 28, 2019) Landing craft, air cushion vehicles assigned to Assault Craft Unit 4 make their approach to the well deck of the amphibious assault ship USS Bataan (LHD5) during a Surface Warfare Advanced Tactical Training exercise with other U.S. Navy warships. Warships assigned to the Bataan Amphibious Ready Group are participating in the exercise in the Atlantic Ocean, off the coast of Virginia, to maintain readiness, proficiency and lethality. (U.S. Navy photo by Mass Communication Specialist 1st Class Kathryn E. Macdonald)

MARMC PRODUCTION TEAM COMPLETES **USS BATAAN REPAIRS**

By Chris Wyatt, MARMC Public Affairs Specialist

Norfolk (NNS) – Mid-Atlantic Regional Maintenance Center's (MARMC) outside machine shop recently completed repairs to USS Bataan's (LHD 5) Landing Craft Air Cushion (LCAC) recovery winch, Aug 29.

The recovery winch is used to pull LCAC vehicles into the well deck of amphibious assault ships. Due to the size of the winch, the repair would typically be handled by a depot-level facility, rather than MARMC, which functions as an intermediate-level maintenance (I-Level) facility. With the ship preparing for deployment, MARMC took on the challenge to ensure Bataan's mission ready status and to keep them on schedule.

"Our shop received the job request from Bataan to assist in the repair of the clutch assembly on their LCAC recovery winch which, due to standard wear and tear, had been rendered inoperable," said MARMC Outside Machine Shop zone

manager, Jeff Wunsch. "We disassembled the entire winch assembly. We removed the rotating assembly, bearings and drum assemblies, swapped out the clutch assemblies, and completed the repair in just under five days."

The Outside Machine Shop used a four-person repair team to complete the job, allowing junior Sailors to get the opportunity to learn from the senior mentors and to receive hands-on training.

"Due to the large range of repair capabilities in our shop, it's vitally important that our Sailors get the hands on training they need to be successful," said Wunsch. "We work on various ship platforms, from cruisers to carriers, as well as many different types of equipment. Allowing our Sailors to be a part of this recovery winch repair helps broaden their scope and capabilities."

In order to complete the necessary repairs, the Outside Machine Shop worked

with MARMC's Temporary Services' Rigging Shop.

"Our repair work is made possible because of the great relationships we have with other shops under the MARMC production department umbrella. Since there is often overlap in the expertise needed to complete waterfront repairs, everyone with knowledge of the equipment has a vested interest in getting it fixed in a timely manner, and done right the first time," said Wunsch.

MARMC provides surface ship maintenance, management and oversight of private sector maintenance and fleet technical assistance to ships in the Mid-Atlantic region of the United States and provides support to the 5th and 6th Fleet Area of Responsibilities. They are also responsible for the floating dry-dock Dynamic (AFDL-6).

-----OFFICIAL INFORMATION DISPATCH FOLLOWS-----

RAAUZYUW RUOIAAA0017 2541529-UUUU--RHMCSUU.

ZNR UUUUU

R 111529Z SEP 19 MID100003090299U

FM USS FORREST SHERMAN

TO MARMC NORFOLK VA

INFO COMNAVRMC NORFOLK VA

COMNAVSURFLANT NORFOLK VA

COMCARSTRKGRU EIGHT

COMDESRON TWO EIGHT

USS FORREST SHERMAN

BT

UNCLAS

SECINFO/U/-//

MSGID/GENADMIN/USS FORREST SHERMAN/-/SEP//

SUBJ/BRAVO ZULU FOR SUPPORT TO USS FORREST SHERMAN//

POC/AZZARELLO, FRANK/CDR/USS FORREST SHERMAN/

NORFOLK/757-444-2323/

CO@DDG98.NAVY.MIL//

GENTEXT/REMARKS/1. BRAZO ZULU TO THE TECHNICIANS AT MARMC WHO CONDUCTED THE REPAIR OF NUMBER 2 MAIN ENGINE ROOM'S SUPPLY VENTILATION FAN ONBOARD USS FORREST SHERMAN (DDG 98).

2. THE TECHNICIANS WORKED UNTIL 2200 AND THEN RETURNED AT 0600 TO COMPLETE REPAIRS TO CLEAR A MAJOR CASREP THAT ENSURED FSH WAS ABLE TO SAFELY SORTIE.

3. PLEASE PASS MY THANKS TO MR. PETTAWAY, MM1 PAGAN, EM1 DAUGHERTY, EMN1 MEYERS, GSE1 WINING, BM2 PARISEAU, BM2 SCOTT, BM2 LATNEY, BM2 CHAPMAN, EM2 WANG, GSE2 VALLELY, EM2 PAINTER, AND EM3 DRITSCHEL.

4. CDR AZZARELLO SENDS. FIGHTING 98.

BT

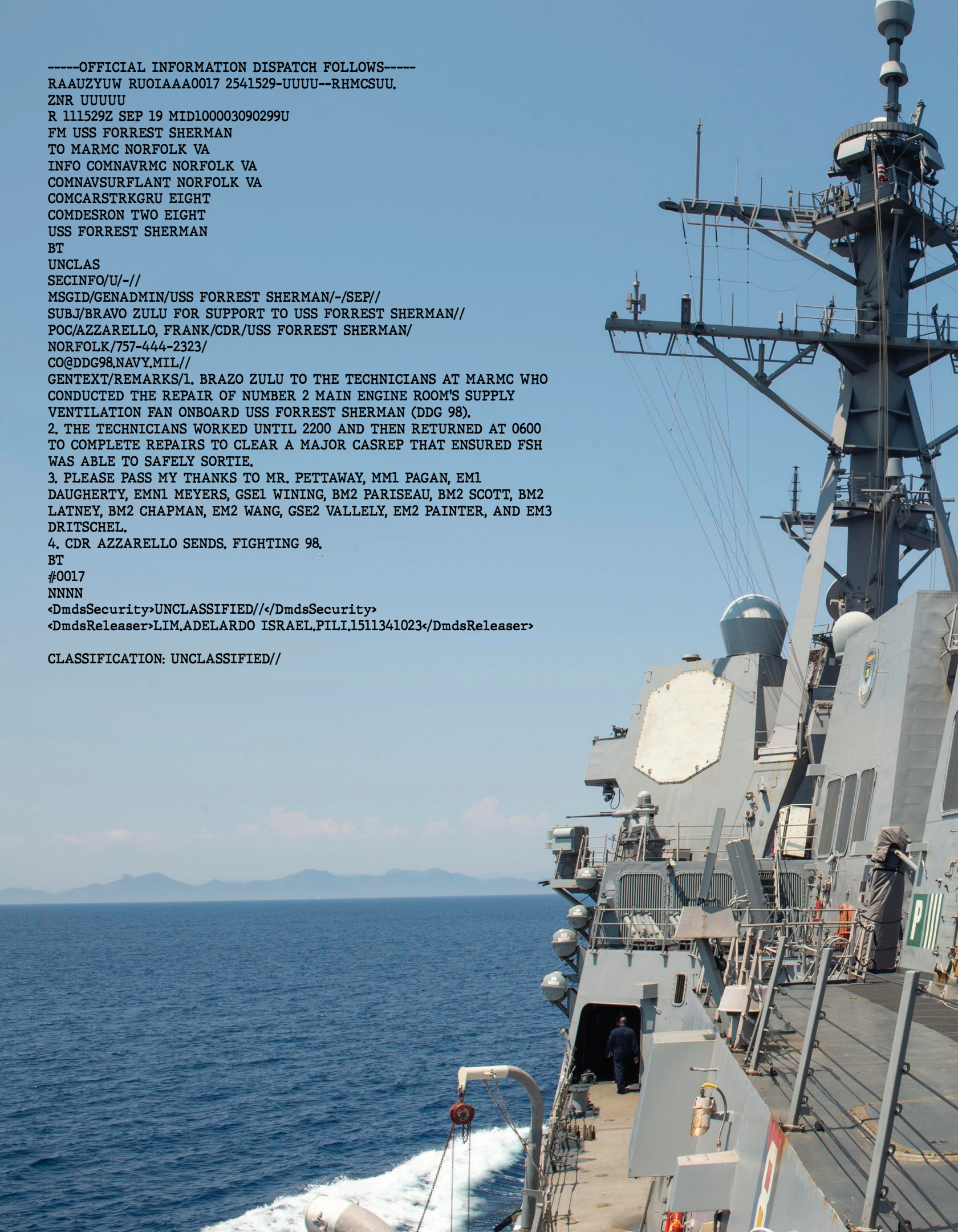
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MARMC Holds 9/11 REMEMBRANCE

Story and photos by Derry Todd

NORFOLK (NNS) – Military and civilian members of Mid-Atlantic Regional Maintenance Center (MARMC) gathered at Building LF-18 on Naval Station Norfolk to hold a remembrance for the 18th anniversary of the September 11th terrorist attacks and for all the lives that were lost that day.

The memorial ceremony was held during morning colors. After the flag was raised to half-staff, MARMC's chief selectees performed a reading of the tragic events.

9/11 was the greatest act of domestic terrorism in American history. There were 2,792 people killed as American Airlines Flight 11 and United Airlines Flight 175 crashed into the World Trade Center towers. Forty passengers and crew died when United Flight 93 went down in Pennsylvania, and 184 perished as American Flight 77 flew into the Pentagon. These numbers do not reflect the first responders and rescue workers who lost their lives that day, or military lives lost in support of the on-going war on terrorism.

"I remember exactly where I was and what I was doing when those planes first struck the World Trade Center," said MARMC Commanding Officer Capt. Tim Barney. "At one time, every adult in the country could probably say the same thing. That was 18 years ago today, and now there are young adults who were not born on 9/11/01. I'm glad that they will not have to live with those images burned into their memories, but they still live in the world that was forever changed by those tragic events. We owe it to them, to each other and to the victims to remember. Not just through ceremonies like today, but every day. I encourage everyone to notice reminders like the flag in the front office passageway who's stripes are filled with the names of those who lost their lives that day. It needed to be a large flag, with small names just to capture the individual tragic loss. There is no flag big enough to capture the names of all the individuals whose lives were forever changed that day. But, I believe that is why the names are listed on the flag of the United States of

America. Maybe we should have used a globe?"

For many of the MARMC's chief petty officer selectees the events of 9/11 had a direct effect on their decision to join the Navy.

"We want to honor those that sacrificed and lost their lives on that day," said Chief Electrician's Mate (sel) Mayra Fujiwara who helped coordinate the ceremony. "Some of the chief selects where serving during the attacks and some of us where still in grade school, but either way it made a huge impact on our lives and why we serve."

MARMC provides surface ship maintenance, management and oversight of private sector maintenance and fleet technical assistance to ships in the Mid-Atlantic region of the United States and provides support to the 5th and 6th Fleet Area of Responsibilities. They are also responsible for the floating dry-dock Dynamic (AFDL-6).







US NAVY



CHECK YOUR SUPPLIES

Make sure you have a first aid kit, flashlight, blankets, canned food and bottled water.

FIND YOUR EVACUATION ROUTE

Make sure you know the route before the storm hits and keep a full tank of gas.



VEHICLE SURROUNDINGS

Move it away from trees or objects that could damage it if possible.



SETUP AN OUT-OF-TOWN CONTACT

Ask a friend or family member from out of state to check on your whereabouts.

HURRI

WHAT TO DO BEFORE

REVIEW EMERGENCY PLAN

Make a plan with everyone in your household. Find the safest location in your house.



SECURE IMPORTANT DOCS



Make sure important documents such as insurance cards, IDs and other information are in a secure, waterproof environment.



FOLLOW OFFICIAL INSTRUCTIONS

Follow all instructions from authorities about evacuations or safety procedures. Check radio, television, and other media for emergency updates.

CANE

WHAT TO DO AFTER

STRUCTURAL DAMAGE



If your home has been damaged, do not enter it until it has been examined by a building inspector.

CONTAMINATED FOOD

Throw out food touched by flood water. Do not eat perishable food left unrefrigerated for longer than two hours. Be sure to wash and sanitize all utensils and kitchen equipment touched with flood water.



STAGNANT WATER

Clear any stagnant water in and around the house to prevent and destroy mosquito breeding sights.

DOCUMENT EVERYTHING



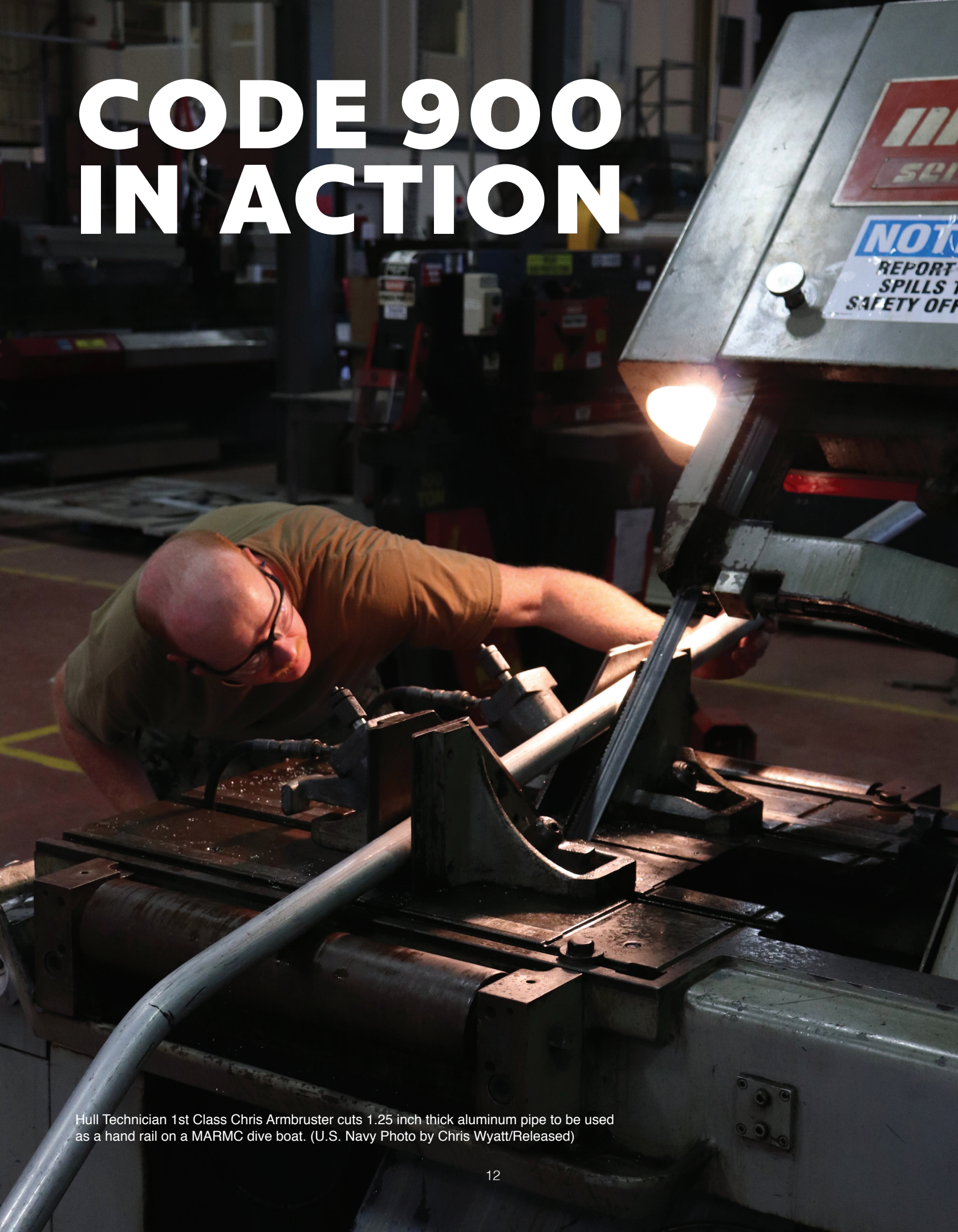
Take photos and lists of all damages. Call your insurance. Write down the details. If your home is uninhabitable, call and turn off your utilities.



DRINKING WATER

The storm may have rendered your tap water not safe to drink. Listen to local reports before you start using it.

CODE 900 IN ACTION



Hull Technician 1st Class Chris Armbruster cuts 1.25 inch thick aluminum pipe to be used as a hand rail on a MARMC dive boat. (U.S. Navy Photo by Chris Wyatt/Released)

MARMC Sailors in the Pump Shop are learning how to properly disassemble and repair a pump. (U.S. Navy Photo by Chris Wyatt/Released).



MARMC PINS NEW CHIEF PETTY OFFICERS

By Hendrick Dickson, MARMC Public Affairs Specialist

NORFOLK, VA (NSN) – Seventeen Mid-Atlantic Regional Maintenance Center (MARMC) Sailors were promoted to chief petty officer during a pinning ceremony held at the base chapel at Naval Station Norfolk, Sept. 13.

MARMC Commanding Officer Capt. Tim Barney and Command Master Chief Mike Jones were among hundreds of Sailors and civilians on hand to congratulate the new chiefs.

During opening remarks, MARMC Executive Officer Capt. Rey Tanap talked about the long and storied history of the chief petty officer. He told the new chiefs that wearing anchors comes with the important responsibility of training the Navy's future leaders.

"Today we proudly promote our newest chief petty officers," said Tanap. "These new chiefs now become members of the chief's mess where they will be tasked with leading MARMC and the Navy, mentoring Sailors and advising senior leaders. I want to congratulate them for reaching this milestone in their careers, and look forward to seeing them on the deckplates leading our Sailors to get the mission accomplished."

For the last six-and-a-half weeks, the new chiefs received a crash course on leadership from the MARMC chief's mess designed to help prepare them for the challenges that come with leading the Fleet.

"Going through training with the chiefs has been an eye-opener," said Chief Hull Technician Ruben Casas. "You get to understand what your chiefs told you when you were a first class. We were challenged, but it all came with lessons that will help prepare us to be better leaders. We also learned we can lean on each other and build trust within the Mess."

Earning anchors is a milestone in a Sailor's career. The prestigious tradition of the chief petty officer goes back 126 years. Putting on the khaki uniform and donning the combination cover for the first time exudes a feeling of pride. However, with it also comes a sense of humility.

"Knowing that you're now going to be that person that Sailors come to is a humbling feeling," said Chief Gas Turbine Electrician Sheena Marie Dumalag. "Knowing that you're in that position now,

it puts a lot on your shoulders. It is a much greater responsibility than what you have had before. It is really exciting."

While the uniform has changed, for these chiefs the mission has not. Many of them were already leaders in the own right. Now, they are a part of a heritage forged on unity. If there is nothing else these chiefs learned, it is to lean on the Chief's Mess.

The enormity of the moment wasn't lost on the new chiefs. The overwhelming pride was accentuated as they remembered everyone who has helped them achieve this career milestone.

"Just seeing our families come up and put on our anchors and looking in the crowd and seeing all of our shipmates there, it is extremely humbling because they have been there to support us throughout our careers," said Dumalag. "That's a great feeling of accomplishment that we're able to share with them."

MARMC is home to more than 1,500 Sailors who provide surface ship maintenance, management and oversight of private sector maintenance and fleet technical assistance to ships in the Mid-Atlantic region of the United States and support the 5th and 6th fleet areas of responsibilities.





NATIONAL HISPANIC HERITAGE MONTH: A LOOK AT PUERTO RICO

Information Submitted by, John Rivera, Code 295

National Hispanic Heritage Month is the period from Sept. 15, to Oct. 15, in the United States, when people recognize the contributions of Hispanic and Latino Americans to the group's heritage and culture. One such culture, Puerto Rico has been in the news lately particularly after hurricane Maria, and because of the latest political unrest there. There are many misunderstandings regarding Puerto Rico and the meaning of a U.S. territory. I decided to put together a quick fact sheet about Puerto Rico and hopefully educate us all about this wonderful island.

Puerto Rico is part of the archipelago among the Greater Antilles, located between the Dominican Republic and the U.S. Virgin Islands. It includes the eponymous main island and several smaller islands, such as Mona, Culebra, and Vieques. The capital and most populous city is San Juan. The territory's total population is approximately 3.4 million. Spanish and English are the official languages of the executive branch of government, though Spanish predominates.

Originally populated by the indigenous Taíno people, Puerto Rico was colonized by Spain following the arrival of Christopher Columbus in 1493. It was contested by the French, Dutch, and British, but remained a Spanish possession for the next four centuries. The island's cultural and demographic landscapes were shaped by the displacement and assimilation of the native population, the forced migration of African slaves, and settlement from the Canary Islands and Andalusia. In the Spanish Empire, Puerto Rico played a secondary but strategic role compared to wealthier colonies like Peru and New Spain. Spain's distant administrative control continued up to the end of the 19th century, producing a distinctive creole Hispanic culture and language that combined indigenous, African and European elements. On Sept. 23, 1868, Ramón Emeterio Betances unleashed a revolt against Spanish rule, declaring for the first time the idea of

Puerto Ricans as a distinct people, with right to sovereignty. This revolt, known as El Grito de Lares, was eventually put down by Spanish forces, but the movement continued. In 1898, following the Spanish-American War, the United States acquired Puerto Rico under the terms of the Treaty of Paris. Since then, Puerto Rico has remained an unincorporated territorial possession, making it one of the oldest colonies in the Western Hemisphere.

Puerto Ricans have been citizens of the United States since 1917 and unrestricted movement between the island and the mainland. As it is not a state, Puerto Rico does not have a vote in the United States Congress, which governs the territory with full jurisdiction under the Puerto Rico Federal Relations Act of 1950. Nevertheless, Puerto Rico does have one non-voting member of the House called a Resident Commissioner. Residents of a U.S. territory, American citizens in Puerto Rico are disenfranchised at the national level and do not vote for the president or vice president of the United States, nor pay federal income tax on Puerto Rican income. Similar to other territories and the District of Columbia, Puerto Rico does not have U.S. senators. Congress approved a local constitution in 1952, allowing U.S. citizens of the territory to elect a governor.

Statehood or Independence: Four referendums have been held since the late 20th century to resolve the political status. The 2012 referendum showed a majority (54 percent of the voters) in favor of a change in status, with full statehood the preferred option of those who wanted a change. Because there were almost 500,000 blank ballots in the 2012 referendum, creating confusion as to the voters' true desire, Congress decided to ignore the vote.

The first three plebiscites provided voters with three options: statehood, free association and independence. The Puerto Rican status referendum in June 2017, was going to offer only two options: Statehood and Independence/Free Association. However, a letter from

the Trump administration recommended adding the status Commonwealth in the plebiscite. The option was removed from this plebiscite in response to the results of the plebiscite in 2012, which asked whether to remain in the status. The Trump administration cited changes in demographics during the past five years to add the option once again. Amendments to the plebiscite bill were adopted making ballot-wording changes requested by the Department of Justice, as well as adding a "current territorial status" option. While 97 percent voted in favor of statehood, the turnout was low; only some 23 percent voted. After the ballots were counted the Justice Department was non-committal. The Justice Department had asked for the 2017 plebiscite to be postponed, but the previous Rosselló government chose not to do so.

Modern Puerto Rican culture is a unique mix of cultural antecedents: including European (predominantly Spanish, Italian, French, German and Irish), African, and, more recently, some North American and lots of South Americans. A large number of Cubans and Dominicans have relocated to the island in the past few decades. From the Spanish, Puerto Rico received the Spanish language, the Catholic religion and the vast majority of their cultural and moral values and traditions. The United States added English-language influence, the university system and the adoption of some holidays and practices.

Much of Puerto Rican culture centers on the influence of music and has been shaped by other cultures combining with local and traditional rhythms. Early in the history of Puerto Rican music, the influences of Spanish and African traditions were most noticeable. The cultural movements across the Caribbean and North America have played a vital role in the more recent musical influences, which have reached Puerto Rico. The Puerto Rican culture is strong, proud and loud. The food and music from all the related cultures provide a rainbow of varieties and taste.

CASTILLO SAN FELIPE DEL MORRO - SAN JUAN, PUERTO RICO

In 1961 the United States military left the fort, it became part of the National Park Service to be preserved. In 1983, the United Nations declared Castillo San Felipe del Morro a World Heritage Site. In 1992 during the quincentennial of Columbus' voyages, the palm trees were cleared from the large open "field of fire" and the paved roads and parking lots removed to restore El Morro to its original appearance.



How Do You DELIVER HOT FRIES?

By Dawn M. Dick, Corporate Operations Deputy, Code 1100A



I am sure you would agree that each of us at Mid-Atlantic Regional Maintenance Center (MARMC) is in a customer support role – meaning, we all have customers! Your customer might be the fleet, a sister command, a person in another MARMC department, a traveling technician, another coworker, etc. You may know that a customer is a person receiving your service or product, but did you know that customer service is the provision of service to someone before, during and after a request? And that the perception of success is dependent on employees “who can adjust themselves to the personality of the customer?” Realize the importance of that and hold that thought...

There is a sandwich stand on a street corner in Laredo, Texas, where the owner has been serving burgers and fries for years. He employs an 11-year-old boy, Juan, who delivers the food within the downtown radius every day after school. The owner hands the young lad a sack of food and off he goes running full-speed down the street. While Robert Gaylor (retired chief master sergeant of the Air Force) ate his burger during a visit to this particular sandwich stand one day, he wondered what in the world was that boy

doing. Upon his return, he was breathless as he asked the owner, “Anymore orders?” The owner replied, “No,” and Juan sat down to wait. Gaylor had to ask Juan, “Why? Why did you run so fast?” Juan looked at Gaylor in surprise, almost like it was a stupid question, but his response was priceless, “Because,” he said, “people like hot french fries!”

Juan could have easily taken his time getting to his destinations and back but when the customer received the order, the fries would have been cold. Instead, Juan put every bit of effort into the job and then ran back in case there were more orders to deliver – every single time. Putting in effort can be difficult, and we may not always see the results immediately, but the effort will always mean something to the person receiving the hot fries.

Let’s take a second to reflect on whether or not MARMC is delivering hot french fries and, if we aren’t – why not? Like Juan, have you figured out that to get ahead you have to work hard and not settle for mediocre standards? The hot fries are, of course, a metaphor for hard work. Juan was so determined, that no matter how modest the labor seemed, he continued challenging himself to go above and

beyond mediocrity.

What does excellent customer service, hot fries, look like? It starts with attitude. Treating people with respect, following up, handling issues gracefully, understanding the need, exceeding the expectation, putting some sugar on your words and going out of your way to assist. It also means that you are a good representation of the command – positive, courteous and pleasant to your customers, and a clear and efficient communicator, both verbally and nonverbal.

Do you encourage your team to deliver hot french fries?

Remember that if you work hard, you don’t have to pound your chest and say how great you are – people will do that for you! Is there someone at MARMC that you know always delivers hot french fries? MARMC wants to recognize them. Please email Dawn Dick at dawn.dick@navy.mil with your submissions.

If you’d like to hear the whole story within, please watch the YouTube video, A Motto For Life: Robert Gaylor at TEDxScottAFB: <https://www.youtube.com/watch?v=1cEq7ibL49A>.

MARMC'S SAFETY STAR

"LYNX" THE SERVICE DOG



Lisa Kingsbury, Safety and Occupational Health Specialist, Code 106

DID YOU KNOW? – There is a Lynx afoot in Building LF-18!

Many of you know that a Bobcat is one species of Lynx – however, this “Lynx” is a service dog working for Shannon Caldwell in the newly completed buildout of Code 415 in Building LF-18. Caldwell is visually impaired and received “Lynx” four years ago. Caldwell frequently received injuries due to slips, trips and falls prior to receiving Lynx. Lynx, for his part, was specifically trained to lead blind and visually impaired people. Service dogs like Lynx navigate their handler through situations or obstacles the handler normally would not be able to on their own. Caldwell relies on Lynx to be her eyes to navigate in and around Building LF-18, which allows her to maintain an independent lifestyle.

Service dogs are very unique and are specifically chosen for temperament and intelligence and then shaped for the important role they will play. The first year of a service dog's life is spent living with a trainer in a foster home. Once the training is completed the service dog is paired up with a handler who has a disability. The handler is trained how to give commands to the dog, and the two begin to work together to form a bond. After the training is completed, the team graduates and the dog goes home with the handler. Remember, Lynx is not Caldwell's pet, he is a service dog that was individually trained to provide safety oversight where Caldwell cannot do it herself.

DID YOU KNOW? – Neither emotional support dogs nor therapy dogs are considered service dogs in the eyes of the government.

Service animals play an important role in their handlers' mobility, functioning and safety. It is important to observe some simple rules of etiquette when interacting with a service dog in the workplace. By doing so, you respect the working relationship and help ensure the safety of both handler and the dog.

- When a service dog is working, you should not engage with it in any way.
- If a service dog is resting beside its owner it is still working, please don't approach to pet the dog.
- Don't walk on the dog's left side; it may confuse him.
- Petting a service dog or other interactions can place both the dog and handler at risk.
- Giving it commands such as “come” or “sit” are inappropriate.
- Please don't offer food to a service dog, it can lead to negative consequences for both dog and handler.
- Don't attempt to grab the dog's harness.
- Do offer your assistance to the dog's owner, if needed

For more information on service dogs please visit:
www.ada.gov



Honoring

HISPANIC AMERICANS

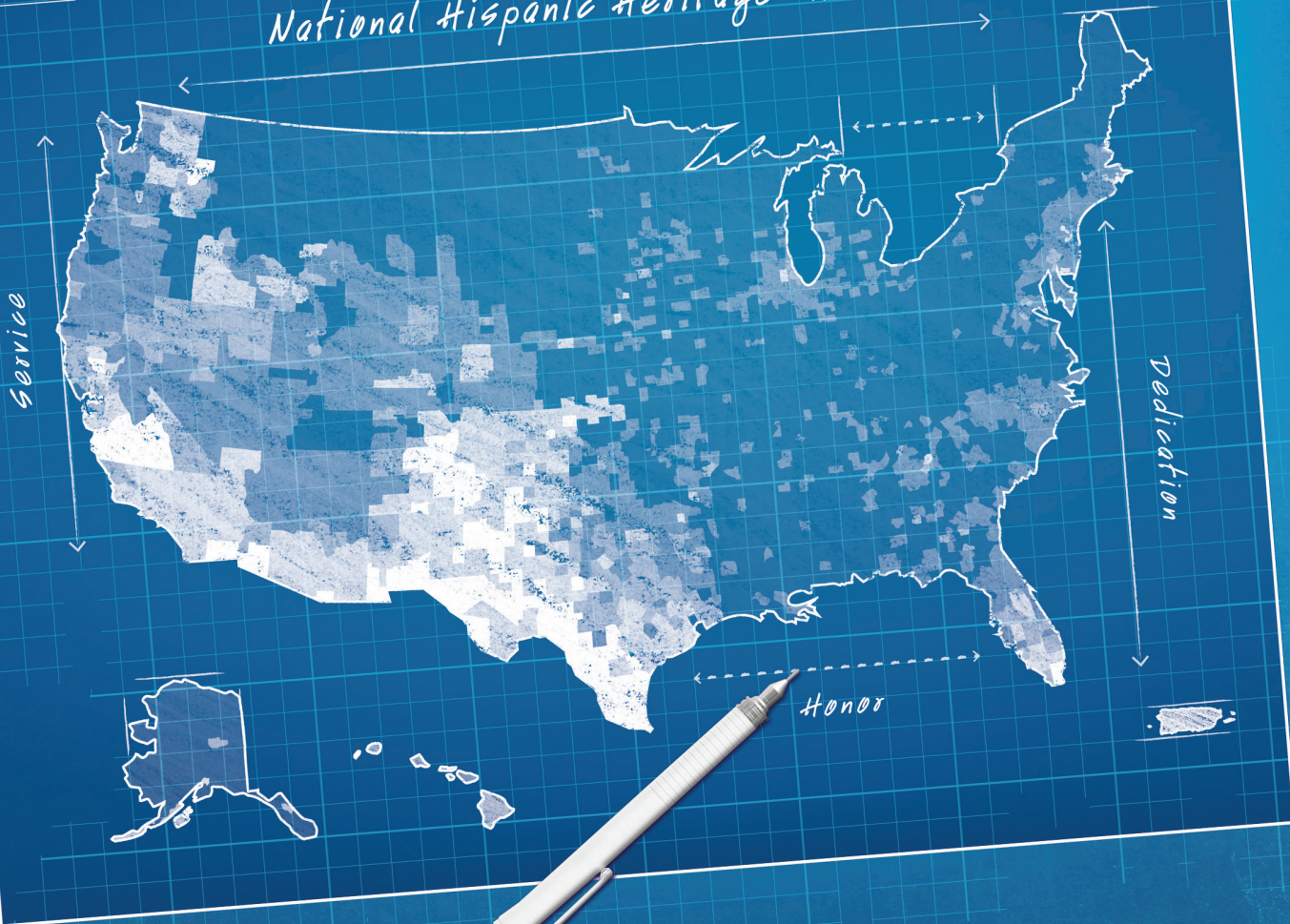
**ESSENTIAL TO THE BLUEPRINT
OF OUR NATION**

15 SEP - 15 OCT 2019 | 150919-151019

(Percent)
More than 50.0
25.0 - 50.0
16.3 - 24.9
5.0 - 16.2
Less than 5.0

2010 CENSUS
U.S. Census Bureau

National Hispanic Heritage Month



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